

File No. 100974

Committee Item No. 4

Board Item No. 33

### COMMITTEE/BOARD OF SUPERVISORS

#### AGENDA PACKET CONTENTS LIST

Committee: Land Use and Economic Development Date August 9, 2010

Board of Supervisors Meeting Date August 10, 2010

#### Cmte Board

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| <input type="checkbox"/>            | <input type="checkbox"/>            | Motion                                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution                                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Budget Analyst Report                        |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Analyst Report                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Youth Commission Report                      |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Introduction Form (for hearings)             |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/>            | MOU  |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Information Form                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Subcontract Budget                           |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Contract/Agreement                           |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Form 126 – Ethics Commission                 |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Award Letter                                 |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Public Correspondence                        |

#### OTHER

(Use back side if additional space is needed)

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Completed by: Alisa Somera Date August 6, 2010

Completed by: [Signature] Date August 10, 2010

An asterisked item represents the cover sheet to a document that exceeds 25 pages.  
The complete document can be found in the file.

1 [Accept and Expend Grant - Office of Economic and Workforce Development - CityBuild  
2 Program - \$200,000]

3  
4 **Resolution authorizing the Office of Economic and Workforce Development to**  
5 **retroactively accept and expend a grant in the amount of \$200,000 from the Evelyn and**  
6 **Walter Haas, Jr., Fund to support the CityBuild Program.**

7  
8 WHEREAS, The grant award from Evelyn and Walter Haas, Jr. Fund (Haas) to the  
9 Office of Economic and Workforce Development (OEWD) in the amount of \$200,000 is to  
10 support CityBuild, which trains and places disadvantaged San Francisco residents in  
11 construction or related jobs; and to document, track, and assess the impact of CityBuild and  
12 related services on San Francisco; and

13 WHEREAS, The grant, in order to maximize direct client services, does not have  
14 indirect costs in the grant budget; and

15 WHEREAS, The grant award is payable in three installments over a three-year period,  
16 beginning in FY 2009-2010; and

17 WHEREAS, OEWD is the fiscal and programmatic administrator for the subject Haas  
18 grant; and

19 WHEREAS, The grant award does not require an Annual Salary Ordinance  
20 amendment; now, therefore, be it

21 RESOLVED, That the Board of Supervisors hereby waives inclusion of indirect costs in  
22 the grant budget; and be it

23 FURTHER RESOLVED, That OEWD is authorized to accept and expend the grant in  
24 the amount of \$200,000 from Haas over a three-year period beginning in FY 2009-2010.

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Recommended:

Mlea

Department Head

Approved: [Signature]

for Mayor

Approved: [Signature]

Controller

**TO:** Angela Calvillo, Clerk of the Board of Supervisors  
**FROM:** Rhonda Simmons, Director of Workforce Development,  
Office of Economic and Workforce Development  
**DATE:** June 17, 2010  
**SUBJECT:** Accept and Expend Resolution for Subject Grant  
**GRANT TITLE:** Evelyn and Walter Haas, Jr. Fund CityBuild Grant

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Attached please find the original and 4 copies of each of the following:

- Proposed grant resolution; original signed by Department, Mayor, Controller
- Grant information form, including disability checklist
- Grant budget
- Grant application
- Grant award letter from funding agency
- Other (Explain):

**Special Timeline Requirements:**

None

**Departmental representative to receive a copy of the adopted resolution:**

Name: Rhonda Simmons Phone: 415-581-2351

Interoffice Mail Address: Workforce Division, OEWD  
50 Van Ness Ave, SF CA

Certified copy required Yes

No

Note: certified copies have the seal of the City/County affixed and are occasionally required by funding agencies. In most cases ordinary copies without the seal are sufficient).

File Number: 100974  
(Provided by Clerk of Board of Supervisors)

**Grant Information Form**  
(Effective July 2006)

Purpose: Accompanies proposed Board of Supervisors resolutions authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying resolution:

1. Grant Title: Evelyn and Walter Haas, Jr. Fund CityBuild Grant
2. Department: Office of Economic and Workforce Development
3. Contact Person: Amy Wallace Telephone: 415-581-2313
4. Grant Approval Status (check one):  
 Approved by funding agency  Not yet approved
5. Amount of Grant Funding Approved or Applied for: \$200,000.00
- 6a. Matching Funds Required: \$0  
b. Source(s) of matching funds (if applicable): N/A
- 7a. Grant Source Agency: Evelyn and Walter Haas, Jr. Fund  
b. Grant Pass-Through Agency (if applicable): N/A
8. Proposed Grant Project Summary:  
This grant will fund the following:
  - a. Train and place 400 disadvantaged residents into construction or related jobs.
  - b. Assist 400 CityBuild participants to successfully complete training and retain employment.
  - c. Continue to utilize CityBuild tracking system to document, track and assess the related impact of its training and support services.
  - d. Continue the development of training and employment program for the construction sector. Meet language needs of San Francisco's diverse residents and increase CityBuild's student diversity through offering vocational ESL classes in order to meet the language needs of the City's diverse residents.
9. Grant Project Schedule, as allowed in approval documents, or as proposed:  
Start-Date: 3/15/2009 End-Date: 3/14/2012
- 10a. Amount budgeted for contractual services: \$200,000  
b. Will contractual services be put out to bid? N/A  
c. If so, will contract services help to further the goals of the department's MBE/WBE requirements? N/A  
d. Is this likely to be a one-time or ongoing request for contracting out? N/A
- 11a. Does the budget include indirect costs?  Yes  No

b1. If yes, how much? N/A

b2. How was the amount calculated? N/A

c1. If no, why are indirect costs not included?

Not allowed by granting agency

To maximize use of grant funds on direct services

Other (please explain):

c2. If no indirect costs are included, what would have been the indirect costs?

Indirect costs are incorporated into Department budget.

12. Any other significant grant requirements or comments: N/A

**\*\*Disability Access Checklist\*\***

N/A

13. This Grant is intended for activities at (check all that apply):

Existing Site(s)

Existing Structure(s)

Existing Program(s) or Service(s)

Rehabilitated Site(s)

Rehabilitated Structure(s)

New Program(s) or Service(s)

New Site(s)

New Structure(s)

14. The Departmental ADA Coordinator and/or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local access laws and regulations and will allow the full inclusion of persons with disabilities, or will require unreasonable hardship exceptions, as described in the comments section:

Comments:

Departmental or Mayor's Office of Disability Reviewer: Marc Major's  
(Name)

Date Reviewed: 7/14/10

Department Approval: Marc Major's WORKFORCE Development Mgr  
(Name) (Title)

[Signature]  
(Signature)

## **CityBuild**

### **Proposal to Evelyn and Walter Haas, Jr. Fund**

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#### **1. Proposal Summary**

CityBuild, a program of the Mayor's Office of Economic and Workforce Development, is requesting \$200,000 over a two year period to fund three projects vital to its ability to provide comprehensive construction workforce services to economically disadvantaged San Francisco residents.

■ Specifically, CityBuild is requesting **\$100,000** (\$50,000 per year) in funding to seed the **CityBuild Career Investment Fund (CIF)**. At present, the CityBuild Academy does not provide stipends for its students, and this was a major area of concern for the eleven community-based organizations (CBOs) who had clients in the first Academy class. Many of the students need assistance in a number of the following areas: transportation, childcare, healthcare, legal and/or credit assistance. The CIF will be a source of monies that will be utilized to purchase supportive services for CityBuild Academy participants that are unavailable from any other funding sources, and that are critical to participant success in training completion and job placement and retention. CityBuild staff has discussed the CIF with our Academy partners, specifically the Northern California Carpenters Regional Council, who do not believe in stipends, and they support the establishment of the CIF.

The CIF will be accessible to participants through allocations to the Academy's community based agency partners or through services directly purchased by CityBuild. The CIF will be established immediately upon receipt of the funds, with complete implementation coming on line after procedures and protocols are developed. The CIF will significantly increase the ability of CityBuild and its CBO partners to adequately meet the support service needs of Academy participants, thereby increasing participant ability to successfully complete training and retain employment.

■ CityBuild is requesting **\$50,000** (\$25,000 per year) to develop a coordinated CityBuild participant/activity tracking system. This task includes developing an employment projections system, the Labor Projections Program, for all City-sponsored construction activities. This will provide CityBuild with ongoing information about how many jobs will be generated by these projects, the types of jobs, and when they will be coming on line. This system is critical for assuring that CityBuild Academy students are prepared for specific trades for which there is documented demand.

In addition, this system will tie into the City's One Stop Center computer system (Oasys System) that is used to track CityBuild participants (latest report attached). Oasys is being used to track all CityBuild job placements and needs to be able to interface with the Labor Projections Program currently being developed in partnership with the Department of Public Works.

## CityBuild

### Proposal to the Evelyn and Walter Haas, Jr. Fund

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These systems are vital to CityBuild's ability to document, track and assess the relative impacts of its activities and investments in training and support services on participant rates of success in training completion, job placement, and employment earnings and retention. Having a coordinated approach to the development of these systems will result in greater program accountability, enhanced evaluation capacity, and improved workforce services for local residents.

■ CityBuild is requesting **\$50,000** (\$25,000 per year) to support the development and implementation of a **Professional Services Training and Employment Program**. These funds will be utilized to: 1) retain a consultant to design and develop a detailed program aimed at identifying and increasing employment opportunities for local residents from economically disadvantaged communities in the construction professional services area including architecture, engineering, construction management and environmental and planning specialists; and 2) provide supplemental support for a CityBuild Professional Services Program Coordinator who will be responsible for implementing the program. CityBuild's Professional Services Training and Employment Program will be both generated and executed in collaboration with the Unified School District, City College of San Francisco and San Francisco State University as well as representatives from professional services firms.

Each of these areas represents a key element for CityBuild in achieving its mission to provide state-of-the-art, comprehensive and coordinated construction workforce services to local residents utilizing City-sponsored projects as vehicles for training and employment placement.

## 2. Agency Background

### CityBuild

CityBuild is an initiative of the Mayor's Office of Economic and Workforce Development (MOEWD), in partnership with other City departments and the Transportation Authority. CityBuild was created to establish a single, responsible and accountable entity to direct construction employment and training efforts across projects and departments. At its core, the purpose of CityBuild is to professionalize the delivery of construction-related workforce development activities in the City and in the process to relieve City departments and individual project managers from the burden of implementing local hiring strategies and dealing with community employment issues. By centralizing construction hiring activities in one place in the Mayor's Office we are able to better leverage relationships with contractors and the building trades to maximize hiring opportunities; make strategic investments of public funds in support of recruitment and training, and; build in greater accountability throughout the



## **CityBuild**

### Proposal to the Evelyn and Walter Haas, Jr. Fund

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system through comprehensive tracking and monitoring of all aspects of the program. The end result will be a significant increase in the number of local residents successfully entering careers in construction, a well-trained, committed construction workforce, and greater economic vitality for San Francisco.

CityBuild was formally established as a program of the Mayor's Office of Economic and Workforce Development in April 2005. Currently, CityBuild is operating an 18-month Pilot Program to put in place its organizational infrastructure and permanent funding. In September 2006 CityBuild began providing project compliance monitoring and employment placement for four City-sponsored projects. It is now assembling schedule and workforce demand data for all City-sponsored construction projects. CityBuild has become the operational arm of First Source and implements all construction-related First Source agreements. CityBuild is currently working on 10 First Source agreements but this number will increase to 28 over the next few months

CityBuild provides the following services;

- Compliance monitoring for local hire and response to demands for local employment to City Departments for city-sponsored projects. Presently, CityBuild is providing this service for seven departments on 26 projects.
- Referral of job ready workers to contractors performing work on City-sponsored projects to assist them in meeting local hire goals. CityBuild utilizes specific contract language to work with contractors in meeting local hiring obligations. CityBuild staff coordinates all referrals with the appropriate unions to comply with the various bargaining agreements.
- Employment placement of local residents on City-sponsored projects and support towards career development. Since September 2005 CityBuild has placed over 90 folks in construction and construction related employment.
- Construction pre-apprenticeship training for local residents at CityBuild Academy.

### **CityBuild Academy**

CityBuild Academy is a 14-week, highly structured pre-apprenticeship program with hands-on and classroom training designed to prepare residents for various skilled trades and jobs relevant to today's construction industry. The classes start at 7:00 am and end at 3:30 pm, Monday thru Friday. The Academy is managed in partnership with the Mayor's Office of Economic & Workforce Development, the Northern California Carpenters Regional Council, City College of San Francisco, San Francisco County Transportation Authority, Private

## CityBuild

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Industry Council of San Francisco, Inc., the San Francisco Building & Construction Trades Council and eleven Community Based Organizations (list attached). The primary mission of the Academy is to offer San Francisco residents state-of-the-art introductory construction skills training that will prepare them for entry-level work in various skilled trades. The Academy began in February 2006 and was created to fill a critical training gap in San Francisco. Until the initiation of CityBuild Academy local residents did not have access to comprehensive training aligned with the employment standards and requirements of the local building and construction trades and contracting community. Moreover, as a component of the CityBuild program, the Academy offers its successful graduates direct and timely access to job opportunities generated on City sponsored projects as well as the placement services provided by CityBuild Employment Liaisons.

The targeted Academy students are local residents, particularly those from economically disadvantaged backgrounds, with at least a high school diploma or GED, a strong interest in construction, and that reflect the ethnic diversity of San Francisco. For the first Academy class, CityBuild recruited exclusively from 11 CBOs (list attached) currently under contract to the City and with construction workforce programs or experience. Each CBO was given 7 slots in the Academy and paid \$3,600 per placement which includes case management during the Academy and for 6-months of retention after graduation.

Entry Criteria for the Academy are as follows:

- Must be a City resident
- Must have a valid drivers license
- Must have a H.S. Diploma or GED
- Must be able to pass an initial drug test

NOTE: a criminal history **does not** disqualify a candidate from entering the Academy.

CityBuild's first graduating class included:

45 students: 38 male, 7 female.

Race/Ethnicity:

African Am:	20
Asian:	7
Nat. Am:	1
White:	4
Hispanic:	9
Pac. Is:	2
Filipino:	2

Geographic distribution:

**CityBuild**  
**Proposal to the Evelyn and Walter Haas, Jr. Fund**

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94124	15
94134	3
94107	4
94109	1
94110	5
94103	2
94102	5
94112	3
94118	2
94115	1
94116	1
94132	2
94121	1

For 2006 the Academy is operating two and possibly three training cycles depending on the need for apprenticeship positions on City-sponsored construction projects. We anticipate having approximately 70 students in the next class beginning on June 6, 2006. In 2007 and in subsequent years the Academy plans to train approximately 150 to 275 students annually. However, each year the Academy will align its training with actual workforce demand, both in terms of the number of individuals trained and the trades that are emphasized for introductory training and placement. Information for making these determinations will be obtained from the data collected by CityBuild's activity tracking and Labor Projection programs and the local building and construction trades council.

### **3. Statement of Need**

CityBuild was established to centralize and coordinate construction training and employment placement for City-sponsored projects. It has already caught the attention of private sector developers and contractors who view it as an appropriate vehicle to assist them in meeting their workforce needs. As such, CityBuild will serve potentially as a comprehensive conduit for construction employment opportunities throughout the local industry. CityBuild was also created to provide a pathway for economically disadvantaged residents and youth into the construction industry which remains a local growth sector,<sup>1</sup> and a sector that offers access to above average wages/benefits for individuals without college degrees<sup>2</sup>. CityBuild emphasizes preparation and placement of individuals for careers and jobs in construction that offer economic sustainability.

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<sup>1</sup> State of California, Employment Development Department, Labor Market Information. 2006. May 19, 2006. <<http://www.labormarketinfo.edd.ca.gov/cgi/databrowsing>>.

<sup>2</sup> Egan, Ted, and Bill Lester. (2006). San Francisco's Economic Performance: Outcomes, Markets, Workforce, and Small Business (San Francisco Economic Strategy Analysis Report). San Francisco, CA: ICF Consulting.

## **CityBuild**

### Proposal to the Evelyn and Walter Haas, Jr. Fund

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However, CityBuild is currently facing three challenges in fulfilling its mission.

- 1) Many of the people that CityBuild trains at its Academy and places on City projects are individuals with multiple employment barriers: a criminal background, limited formal education, very low income, limited work experience, limited English proficiency, and unstable housing. In order to prepare and transition such individuals into the construction industry long enough to achieve economic sustainability, CityBuild needs the resources to provide wrap-around support services to its participants.
- 2) CityBuild currently is developing an employment projections system that will communicate with the One Stop Center's Oasys System used for tracking CityBuild participants and that will interface with the City's new web-based labor compliance system (WBLCS). Current CityBuild funding is inadequate to fully support the development of this system. These system building activities are absolutely vital to CityBuild's infrastructure development. Moreover, they are essential to CityBuild's ability to document, track and assess the relative impacts of its activities and investments in training and support services on participant rates of success in training completion, job placement, employment earnings and retention. Coordinating the development of these systems will result in greater program accountability, enhanced evaluation capacity, and higher quality program services for local residents.
- 3) CityBuild is currently responsive to training and placement needs in the skilled trades but has not yet initiated like programming for construction professional services. All San Francisco professional service firms with contracts of at least \$250,000 must hire and train a disadvantaged San Francisco resident with a demonstrated interest in this field for at least 12 months. Yet, there is no programmatic structure in place to support this mandate. CityBuild's intent from the onset has been to respond to this need so that the on-the-job career-entry trainee positions generated by these contracts could be optimally accessed and structured for disadvantaged local residents. To meet this challenge, CityBuild needs seed monies to develop and implement an appropriate recruitment, preparation, referral and retention process for these opportunities.

#### **4. Narrative and Evaluation**

CityBuild is requesting funds to meet project needs in three different areas. Following is the narrative describing the goals, objectives and outcomes for each proposed area as well as how these will be achieved, including the method of assessing impact.

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#### **CityBuild Career Investment Fund**

CityBuild is requesting funds to seed an investment fund that would pay for supportive and/or wrap around services for CityBuild Academy participants that are unavailable to them from other funding resources. At this time, CityBuild contracts with various community-based organizations to recruit participants for the Academy and to provide case management services while the participants are in training. However, because CityBuild targets economically and educationally disadvantaged residents for entrance and training at the Academy, many of these individuals begin their training with multiple barriers to employment. Many Academy students:

- Have a history of unemployment or underemployment.
- May be on public assistance
- Possess criminal records or have unresolved child support or driving record issues that present obstacles to full-time employment.
- Have unmet childcare needs, particularly childcare that is responsive to construction industry work hours
- May be in unstable housing situations
- May have outstanding health, dental, or mental health issues that must be addressed in order to prepare them for long-term employment in construction
- May not possess sufficient income to pay for transportation costs, food, or clothing during training and initial employment.

The community-based organizations currently serving CityBuild Academy participants do not have the requisite financial resources to respond to these participant needs. This contributes to participants leaving the Academy program prior to completion or after placement finding they are unable to successfully retain permanent employment. Both situations completely thwart the intent and objectives of CityBuild, their CBO partners, and the individual participants.

To meet participant support service needs, CityBuild proposes to establish the CityBuild Career Investment Fund to assist Academy participants in reducing barriers to training completion and employment through the purchase of a good or service. The CityBuild Career Investment Fund is modeled after the successful Seattle Jobs Initiative's Career Investment Fund. The CIF will be considered as a fund of last resort. That is, the CIF will be utilized only if all other potential sources of support are unavailable to the participant. Money from this fund would be clearly linked to a barrier to training, job search or job retention.

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Proposal to the Evelyn and Walter Haas, Jr. Fund

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*Goals*

The goals of the proposed CityBuild Career Investment Fund are to provide timely resources to reduce barriers to training completion and employment placement and retention for all CityBuild Academy participant, and by doing so, assist CityBuild Academy to achieve an 85% success rate for training completion, placement, and 90-day job retention. Access to such resources will enable participants to achieve their training and employment goals despite the economic challenges many encounter as they are attempting to obtain the training and skills necessary to improve their lives. It will mean that past and current circumstances will not prevent them or their CBO partners from being able to break the vicious cycle of beginning a new program, achieving some initial success and then being pulled out and back because of an inability to purchase required equipment, lack of transport to a new position, an unpaid fine or unstable childcare. Likewise, adequate resources for support services should increase CityBuild's ability to truly provide opportunities for disadvantaged residents to attain and maintain economically sustainable employment.

The Fund's objectives are to:

- Provide adequate funding allocations to CBO partners so that they are able to purchase needed support services for the CityBuild Academy participants to whom they are providing case management services.
- Contract with partner organizations for services that may be needed by groups of Academy participants such as financial literacy training, transitional housing or rental assistance.

**Table 1. CITYBUILD CAREER INVESTMENT FUND GOODS & SERVICES**

<b>CBO Allocations</b>	<b>CityBuild Contracted Services</b>
Eye care	Rental Assistance or Emergency
Childcare	Housing Assistance
Background Check(s)	Transitional Housing/Shelter
Clothing	Individual Development Accounts/
Transportation	Financial Literacy Training
Re-licensing	Mental Health/Stress and Anger
Car Repair	Management Counseling
Mental Health Services	Legal Assistance
Training Related Testing	
Training Related Supplies/Materials	
Training Scholarships	
Emergency Loan Fund	

### **CBO Allocations**

To achieve the first objective, CityBuild will establish annual agency or CBO allocation of CityBuild Career Investment Funds. A portion of the CityBuild Career Investment Fund monies will be allocated to community-based agencies for Academy participant services as noted in Table 1. CityBuild will determine each CBO allocation based on the recruitment and retention targets established for each Academy training cycle. For example, during the first Academy training cycle CityBuild contracted with each CBO to recruit and provide case management services for up to 7 Academy participants. If this was the situation again, CityBuild would allocate each CBO a portion of the CityBuild Career Investment Funds at a level to provide services for 7 individuals.

CityBuild will establish a standardized method for the CBOs to access these funds to include: 1) A percentage of funding available upon contract execution for costs that were identified and included in the contract, and 2) Funding through requests for cash reimbursements after the service or good has already been purchased for the participant by the CBO.

Again, CityBuild Career Investment Funds can only be utilized if other sources of funding are not available to the participant. CBOs will be required to justify each request for funding with documentation that includes evidence that effort was made to identify funds of first resort prior to accessing CityBuild Career Investment Fund monies.

Initially only Academy participants would be eligible to access CityBuild Career Investment Funds. Participants who may be enrolled but have not followed through on program requirements may not be eligible for CityBuild Career Investment Funds. In such instances, CityBuild and CBO staff would discuss each situation on a case by case basis to make an eligibility determination.

### ***CityBuild Contracted Services***

To achieve the second objective of directly contracting for certain services that a number of Academy participants may need, as noted in Table 1, CityBuild will identify agencies or firms that provide the desired services. Once identified, CityBuild will negotiate service agreements or contracts with these organizations to provide these services for CityBuild Academy participants. As with the CBO allocations, these funds may only be allocated if other sources of funding or like services are not otherwise available to the participant.

### Progress Markers

To assess the success of the CityBuild Career Investment Fund, CityBuild will take the following measures. These assessment activities will be completed by a consultant rather than CityBuild staff.

1. Complete a post-contract review of Career Investment Funds utilized by each CBO and CityBuild as a whole to determine if the monies are indeed being accessed, at what levels and for which services. This data will be aggregated to provide a complete picture of Career Investment Fund usage which can be combined with other data to make any adjustment in funding categories or priorities.
2. Compare the Career Investment Fund allocation figures with the training completion, placement and 90-day job retention rates for all Academy participants recruited and case-managed by that each CBO for each training cycle. This will be done for a minimum of 4 training cycles or approximately 24 months. The data obtained should reveal the relative success rates of CBOs in making wise participant investments that pay off in participant success.
3. Conduct an annual support services review with the CBOs that examines the relationship between Academy participant success in completion of training, placement, and 90-day and 180-day job retention rates and support service investments. This data will offer practitioner input in determining which support services participants need the most and should be prioritized for funding, and if any are no longer as pressing as initially considered.
4. Each year, interview a sample of Academy participants to obtain their feedback on the quantity and quality of the delivery of the CityBuild Career Investment Funds they have received and the relationship between access to these funds and their ability to complete their training and retain employment. These assessment methods will provide valuable data on how the CityBuild Career Investment Fund system is working -- whether it is meeting the support service needs of CityBuild Academy participants, and whether the services are having a significantly positive impact on CityBuild Academy participant success rates.

### Supplemental Support for CityBuild Tracking System

At this time in its infrastructure development, CityBuild needs to create a responsive employment projections system that will communicate with the One Stop Center's Oasys System used for tracking CityBuild participants, and that will interface with the City's new web-based labor compliance system (WBLCS). Current CityBuild funding is inadequate to fully develop this system. Such a coordinated system is essential to CityBuild's ability to document, track and



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### Proposal to the Evelyn and Walter Haas, Jr. Fund

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assess the relative impacts of its activities and investments in training and support services on participant rates of success in training completion, job placement, employment earnings and retention.

As CityBuild evolves from its current pilot state with limited project responsibilities to encompass the majority of city sponsored projects, and undoubtedly a number of larger private sector projects as well, its current participant tracking mechanism will be woefully inadequate. As a result, CityBuild will not be in a position to comprehensively evaluate and report on the relative success of its activities or investments in training. The goal of the proposed plan is to adequately fund CityBuild's development of a coordinated participant and activity tracking system.

Specific objectives are.

1. Provide funding to design and develop a coordinated participant and activity tracking system.
2. With assistance from the Department of Public Works and the One Stop Center, generate a participant and service tracking system that interfaces with the One Stops Oasys system and the City's new, web-based labor compliance system.

To achieve these objectives, CityBuild will begin designing and development the tracking system immediately upon receipt of funds. The entire system interface with the One Stop Center Oasys System and the Labor Compliance System will be completed within 12 months after receiving the requested funds.

### **Professional Services Training & Employment Program**

CityBuild is seeking funding to develop and implement a training and employment program for the construction professional services sector including engineering, architecture, construction management and environmental and planning specialists. The goal of this program is to create a centralized, coordinated initiative that would identify employment opportunities in the professional services sector and recruit, prepare, place and retain economically disadvantaged residents to receive on the job training with these employers.

Historically, the City has required employers with professional service contracts above a certain threshold to provide on the job training to minorities and females with a demonstrated interest in these areas. The number of positions was dependent on the size of the professional services contract. Although very successful at one time, the program has not been implemented consistently in

## **CityBuild**

### **Proposal to the Evelyn and Walter Haas, Jr. Fund**

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the past few years, and with the passage of Proposition 209 prohibiting race and gender based programs, it has effectively terminated.

The opportunities have never been greater; for every construction project, there are numerous professional service contracts that prepare for and support the actual construction. The job opportunities inherent in these contracts provide both a career path for persons with some construction experience as well as professional opportunities for persons who are interested in construction but are not suited for employment in the building trades.

CityBuild provides an opportunity to revive and expand the program by focusing on persons from economically disadvantaged neighborhoods as well as populations that are under-represented in these employment sectors. It is an ideal segue from the construction skilled trades to the professional services since the same City departments that award the former contracts are also responsible for the latter. Additionally, early discussions with some of the major companies in this area indicate that they would support and participate in such a program as a way of increasing workforce diversity.

CityBuild would develop and implement the Professional Services Training Program.

#### **Specific Objectives:**

1. Obtain the services of a consultant to work with CityBuild staff to design and develop the Professional Services Training and Employment Program ensuring that:
  - a. The program is an integral part of CityBuild, involving all City departments that award construction professional service contracts;
  - b. The plan is developed in cooperation with major contracting departments, the school district and community college, representatives from the employer group and professional organizations, especially those focusing on under-represented populations in the professional services.
  - c. The plan specifically addresses the programmatic needs of economically and educationally disadvantaged participants
  - d. The program incorporates the best practices from similar programs currently in operation in other areas.
  
2. Begin implementation of the Professional Services Training and Employment Program in the second year of the grant -- preparing and placing economically disadvantaged residents with employers, and tracking their performance and outcomes.

## **CityBuild**

### **Proposal to the Evelyn and Walter Haas, Jr. Fund**

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#### **Progress Markers**

1. CityBuild will engage the consultant within 2<sup>1</sup> months of receiving funding for this activity.
2. The consultant will be required to deliver the plan within 8 months.
3. CityBuild will hire a Professional Services Training and Employment Coordinator responsible for implementing the program by the second year of the grant.

The successful design and initiation of the Professional Services Training & Employment Program Plan will provide CityBuild with an effective mechanism for directing local residents to job opportunities in construction-related professional service areas and careers that are currently being missed.

#### **5. Board, Staff, and Advisory Committees**

There are two CityBuild staff members that will be primarily involved in administering the CityBuild Career Investment Fund, developing of the CityBuild participant/activity tracking system, and overseeing the development and implementation of the Professional Services Training & Placement Program. Their qualifications are summarized below and their resumes are included in the proposal attachments.

Chris Iglesias, the Director of CityBuild, is responsible for the implementation and delivery of all program aspects including budget preparation, program development, partnership building, contract negotiations and management, and the CityBuild Academy. Mr. Iglesias serves as the primary point of contact for the CityBuild Program both within the City structure and publicly. He also oversees the work of all CityBuild staff, currently consisting of one (1) contract compliance officer, one (1) Employment Liaison, an Administrative Analyst, and the CityBuild Academy Coordinator. Mr. Iglesias has more than thirteen (13) years experience successfully managing publicly mandated construction contract compliance programs for large city departments. This experience has included program development for construction training and employment; management of RFP and contract negotiation processes with community-based organizations and consultants; recruitment, selection and supervision of compliance monitoring and support staff; preparation and presentation of programmatic reports to governing boards of commissioners and elected officials. He brings a wealth of administrative knowledge as well as construction industry specific expertise to his position. Additionally, Mr. Iglesias has developed the requisite relationships within the local construction community, the CBO community, and the City family to bring together and work with the diversity of stakeholders involved in CityBuild. Mr. Iglesias will be responsible for managing the proposed CityBuild Career Investment Fund, overseeing the development of the CityBuild participant/activity tracking system, and managing the work of the consultant engaged to develop

## **CityBuild**

Proposal to the Evelyn and Walter Haas, Jr. Fund

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the Professional Services Training & Employment Program. He will also recruit and hire the Coordinator of the Professional Services Training & Employment Program.

The CityBuild Academy Coordinator, Zelda Saeli, oversees the day-to-day operations of CityBuild Academy. She works on site at the Academy coordinating logistics with City College of San Francisco-Evans Campus staff, the staff and instructors from the Northern California Carpenters Regional Council and the staffs of the community-based organization providing recruiting and case management services to Academy participants. Ms. Saeli work is multi-pronged. She ensures that the Academy instructors have the space and supplies they need to carry out their work and that all Academy activities are carried out safely. She is also directly responsible for assisting in development of the Academy – establishing appropriate roles and interface with community-based organizations, trade union locals and apprenticeship programs, and local contractors and construction vendors. Moreover, Ms. Saeli must determine needs of Academy participants that contribute to their success, and make sure that the program is structured to address these needs. To her position Ms. Saeli brings more than fifteen (15) years of experience in the construction industry as a cabinet maker, a training instructor, a CBO director, and a contracts manager for the San Francisco Private Industry council. She possesses highly specialize knowledge in construction skills training, program development, and in piecing together support services for economically and educationally disadvantaged program participants attempting to move into the construction industry and remain working long enough to become established in the trades. Ms. Saeli will be responsible for administering the CityBuild Career Investment Fund. She will also provide input to the consultant hired to develop the Professional Services Training & Employment Program.

## **6. Narrative Financial and Resource Development Information**

All three proposed CityBuild Projects – the CityBuild Career Investment Fund, the CityBuild Participant/Activity Tracking System, and the Professional Services Training & Employment Program will become ongoing components of the CityBuild program. While each will be initiated with grant funds, ongoing funding will be secured from three sources: 1) An annual CityBuild budget allocation; 2) Contributions from developers, contractors, consultants and others performing construction work in San Francisco, particularly those working on city-sponsored projects; and 3) Additional funds from public local, state and federal sources, as well as from private corporate donations or foundation grants.

Over the next two years, CityBuild will secure a permanent funding stream from project funds allocated to participating City departments. Currently, these departments contribute to CityBuild either through in-kind contributions of staff or services, or via direct monetary contributions. As the CityBuild Program expands

## **CityBuild**

### **Proposal to the Evelyn and Walter Haas, Jr. Fund**

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and its budget process is refined, annual budget allocations to the three proposed activities will be feasible.

#### ***CityBuild Career Investment Fund***

Grant funds will seed the CityBuild Career Investment Fund. As CityBuild is currently in its pilot stage and has not yet grown to full-size, the grant funds will be sufficient to provide a base level of wrap around services not funded and/or not available to CityBuild participants from other funding sources. Nonetheless, CityBuild must immediately begin seeking additional fund contributions so that there are sufficient resources to meet CityBuild's expanding number of projects and participants. Initially this will be accomplished by requests for contributions from developers and contractors working on City projects, and by seeking additional public monies for which the program may be eligible. As CityBuild's funding is further developed, these contributions will be augmented by an annual budget allocation. If the fundraising goals for the Investment Fund are not met, the level of wrap around services available will be temporarily reduced until such funding can be secured.

#### ***Supplemental Support for CityBuild Tracking System***

The design and development of the CityBuild participant/activity tracking system is the most critical funding requirement at this stage because there are real time projects, jobs and job-seekers who are actively participating in the program. Once the system is created and put in place, the effort will shift towards ongoing updating and reporting. The grant funds will be sufficient to provide the supplemental support needed to develop and complete the coordinated tracking system. Ongoing funding for this system will be incorporated into CityBuild's annual budget.

#### ***Professional Services Training & Employment Program***

Once the Professional Services Training & Employment Program is developed, it will become a part of the overall CityBuild program. At this time, we do not anticipate that additional fund raising will be required to develop the program plan. Grant funds will also be used to supplement the initiation of the Professional Services Training & Employment Program Coordinator's position. Again, once the program is operational, funding will be incorporated into CityBuild's annual budget. In addition, CityBuild will solicit both in-kind and monetary contributions to this program from the consultant community of engineers, architects, and environmental firms that regularly perform work on city projects. These firms provided such funding to Engineering Society Committee for Manpower Training (ESCMT), a program that previously supported professional services training and employment.

**FORM SFEC-126**  
**NOTIFICATION OF CONTRACT APPROVAL**  
(S.F. Campaign and Government Conduct Code § 1.126)

<b>City Elective Officer Information</b> (Please print clearly)	
Name of City elective officer(s): Members, San Francisco Board of Supervisors	City elective office(s) held: Members, San Francisco Board of Supervisors
<b>Contractor Information</b> (Please print clearly)	
Name of Contractor: Florence Crittenton Services Collaborative	
Please list the names of (1) members of the contractor's board of directors; (2) the contractor's chief executive officer, chief financial officer and chief operating officer; (3) any person who has an ownership of 20 percent or more in the contractor; (4) any subcontractor listed in the bid or contract; and (5) any political committee sponsored or controlled by the contractor. Use additional pages as necessary.	
1. Rakesh, J. Mehta, Alexandra Armenta, Wendy Feng, Kurt Scheidt, Wale' Aka Bashroun, Sean C. Eddy, Shauna Giddings Schmitz, Ritu Nagpal	
2. Mim Carlson, Interim Executive Director Lucrecia Bermudez, Finance and Operations Director	
3. N/A	
4. Anders and Anders for the ISP Construction Contract	
5. N/A	
Contractor address: 840 Broderick Street San Francisco, CA 94115-4499	
Date that contract was approved:	Amount of contract: \$20,000
Describe the nature of the contract that was approved: The grant award in the amount of \$20,000 is to support CityBuild, which trains and places disadvantaged San Francisco residents in construction or related jobs; and to document, track, and assess the impact of CityBuild and related services on San Francisco.	
Comments:	

This contract was approved by (check applicable)

 The City elective officer(s) identified on this form A board on which the City elective officer(s) servesSan Francisco Board of Supervisors

Print Name of Board

 The board of a state agency (Health Authority, Housing Authority Commission, Industrial Development Authority Board, Parking Authority, Redevelopment Agency Commission, Relocation Appeals Board, Treasure Island Development Authority) on which an appointee of the City elective officer(s) identified on the form sits

Print Name of Board

<b>Filer Information</b> (Please print clearly)	
Name of filer: Clerk of the San Francisco Board of Supervisors	Contact telephone number: (415) 554-5184
Address: City Hall, Room 244, 1 Dr. Carlton B. Goodlett Pl., San Francisco, CA 94102	E-mail: BOS.Legislation@sfgov.org

Signature of the Elective Officer (if submitted by City elective officer)

Date Signed

Signature of Board Secretary or Clerk (if Submitted by Board Secretary or Clerk)

Date Signed

**FORM SFEC-126**  
**NOTIFICATION OF CONTRACT APPROVAL**  
 • (S.F. Campaign and Government Conduct Code § 1.126)

<b>City Elective Officer Information</b> <i>(Please print clearly)</i>	
Name of City elective officer(s): Members, San Francisco Board of Supervisors	City elective office(s) held: Members, San Francisco Board of Supervisors
<b>Contractor Information</b> <i>(Please print clearly)</i>	
Name of Contractor: Mission Hiring Hall, Inc.	
<i>Please list the names of (1) members of the contractor's board of directors; (2) the contractor's chief executive officer, chief financial officer and chief operating officer; (3) any person who has an ownership of 20 percent or more in the contractor; (4) any subcontractor listed in the bid or contract; and (5) any political committee sponsored or controlled by the contractor. Use additional pages as necessary.</i>	
1) Carlota Del Portillo, Mark Farrar, Bethany Kaye, Charles "Rick" Moore, Tse Ming Tam, Shanna R. Trujillo, William Wong, Don Marcos 2) Don Marcos, Executive Director 3) N/A 4) The Construction/Citybuild Sector Academy, subcontractors include: Charity Cultural Services Center, Young Community Developers and Rubicon. (Rubicon is no longer our subcontractor as of July 2010). 5) N/A	
Contractor address: 3042 16th Street San Francisco, CA 94103-3419	
Date that contract was approved:	Amount of contract: \$130,000
Describe the nature of the contract that was approved: The grant award in the amount of \$130,000 is to support CityBuild, which trains and places disadvantaged San Francisco residents in construction or related jobs; and to document, track, and assess the impact of CityBuild and related services on San Francisco.	
Comments:	

This contract was approved by (check applicable)

The City elective officer(s) identified on this form

A board on which the City elective officer(s) serves San Francisco Board of Supervisors  
 Print Name of Board

The board of a state agency (Health Authority, Housing Authority Commission, Industrial Development Authority Board, Parking Authority, Redevelopment Agency Commission, Relocation Appeals Board, Treasure Island Development Authority) on which an appointee of the City elective officer(s) identified on the form sits

Print Name of Board

<b>Filer Information</b> <i>(Please print clearly)</i>	
Name of filer: Clerk of the San Francisco Board of Supervisors	Contact telephone number: (415) 554-5184
Address: City Hall, Room 244, 1 Dr. Carlton B. Goodlett Pl., San Francisco, CA 94102	E-mail: BOS.Legislation@sfgov.org

Signature of the Elective Officer (if submitted by City elective officer)

Date Signed

Signature of Board Secretary or Clerk (if Submitted by Board Secretary or Clerk)

Date Signed

# evelyn & walter HAAS, JR. fund

One Market, Landmark, Suite 400  
San Francisco, CA 94105

July 15, 2009

Tel 415 856.1400  
Fax 415 856.1500  
www.haasjr.org

Rhonda Simmons  
Director of Workforce Development  
Mayor's Office of Economic and Workforce Development  
1 Dr. Carlton B. Goodlett Place, Rm: 448  
San Francisco, CA 94102

Re: Grant #2009-052

Dear Ms. Simmons:

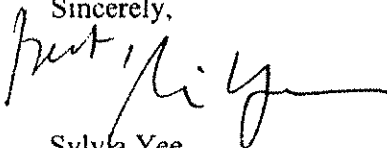
On behalf of the Board of Trustees of the Evelyn and Walter Haas, Jr. Fund, it is a pleasure to confirm that a \$200,000 final grant has been approved to Mayor's Office of Economic and Workforce Development in support of CityBuild. This grant is payable in three installments over a three-year period. Enclosed is a check in the amount of \$70,000 as the first installment of this grant.

As discussed with Stewart Wakeling, this program support grant will serve as our final award to CityBuild. Please know that we are very grateful for our partnership and appreciative of the excellent work that your organization has done to train and place low-income residents of San Francisco in quality construction jobs.

Enclosed you will find a grant agreement that details conditions of the grant as well as the reporting and payment schedules. Please read carefully, sign and return the grant agreement to acknowledge acceptance of the grant and all terms and conditions. We would appreciate your using the grant #2009-052 in your future correspondence with us regarding this grant.

Again, we thank you for your work and our partnership over the last three years. We wish you every success in your future endeavors.

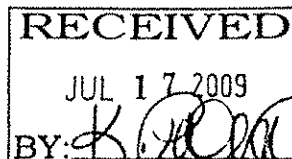
Sincerely,



Sylvia Yee  
Vice President of Programs

Enc. Grant Agreement  
Check

cc: Ira S. Hirschfield



#### TRUSTEES

Evelyn D. Haas, *Co-Chair*  
Walter J. Haas, *Co-Chair*  
Elizabeth Haas Eisenhardt, *Secretary*  
Robert D. Haas, *Treasurer*  
Ira S. Hirschfield, *President*

Walter A. Haas, Jr., *Founder, 1966-1995*



## Evelyn and Walter Haas, Jr. Fund Grant Agreement

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**Organization:** CityBuild

**Grant Number:**2009-052 (Please use this number in all related correspondence)

**Contact(s):** Rhonda Simmons, Director of Workforce Development, (415) 554-6145

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**Grant Purpose:** For CityBuild, to train and place low-income residents of San Francisco in quality construction jobs.

**Grant Amount/  
Conditions:** \$200,000 over three years. The grant funds break down as follows:

	<u>Program</u>
Year 1:	\$70,000
Year 2:	\$70,000
Year 3:	\$60,000

Following the first payment of this grant, each subsequent installment will be paid only after the scheduled reports are approved by the Fund.

Program Support

This support may be used to train and place low-income residents of San Francisco in quality construction jobs.

Any change in the use of this grant will require prior approval in writing by the program officer.

**Grant Objective(s):** See attached

**Grant Period:** 3/15/2009 to 3/14/2012

**Program Officer:** Please address all questions, correspondence and reports concerning this grant to Adela Gaytan.

**Reporting Requirements and Payment Schedule:** The payment schedule for your grant, along with the due dates for required interim and final reports, is shown below (please see Contents of Reports section below for details on what we require). If you have any questions regarding this schedule, please contact Adela Gaytan.

### Report and Payment Schedule

● Please also see *Contents of Reports* Section ●

Report/s Due	Report Type	Payment/s Sent (approx)	Note	Payment Amount
---		7/15/2009	---	\$70,000
6/30/2010	<b>Interim</b>	7/15/2010	Payment will be made only upon	\$70,000

	<b>Report*</b>		receipt and approval of a complete <b>Interim Report*</b>	
6/30/2011	<b>Interim Report*</b>	7/15/2011	Payment will be made only upon receipt and approval of a complete <b>Interim Report*</b>	\$60,000
7/15/2012	<b>Final Report**</b>	---		---

**Contents of Reports:**

**\* Interim Report consists of all of the following:**

1. Short narrative about what was accomplished and how grant support was used. (Line-item report not required.)
2. Recent in-house income and expense financial statements.
3. Most recent audit, if available.
4. Short narrative, or brief objectives, or copy of existing proposal for work in upcoming year.

**\*\* Final Report consists of items 1-3 above.**

**Legal Status of Grantee and Use Of Funds:** This grant is made on the basis of the grantee's representation that its status for tax purposes is that of Section 501(c)(3) of the Internal Revenue Code and is not a private foundation as defined by Internal Revenue Code Section 509. The Fund must be given immediate written notice if the grantee ceases to be exempt from federal income tax or becomes a private foundation as defined in the Code. Any change in the organization's tax status will give the Fund the right, at its sole discretion, to discontinue payments of this grant. This grant is not earmarked for use in any attempt to influence legislation, whether voted on by the public or a legislative body. Use of this grant to influence the selection of candidates for public office or the outcome of any candidate election is prohibited.

**Financial Records:** The grantee is expected to maintain complete books and records of revenues and expenditures, with appropriate supporting documentation, and be prepared to make such books and records available to the Fund if requested within a reasonable time.

**Future Grants:** It is understood that the Fund does not incur any future obligation to provide other or additional support for this organization as a result of awarding this grant.

Read and Accepted By:

\_\_\_\_\_  
 Chief Executive Officer  
 Mayor's Office of Economic and Workforce Development

\_\_\_\_\_  
 Date

*Please return the signed original of this document to the Fund and retain a copy for your records. Thank you, and we look forward to working with you.*

**Grant Agreement**  
**Grant #2009-052**

**Objective 1:** To meet language needs of San Francisco's diverse residents and increase CityBuild's student diversity, Vocational ESL will be incorporated into its Academy curriculum.

- a) 20% of the class will attend the optional VESL class, three times a week for a total of seven hours a week.

**Objective 2:** Align the work of CityBuild with Hope SF. In 2008-09, HopeSF and CityBuild will pilot work with residents of Hunters View public housing to begin assessment and reduce barriers to employment in the construction trades for residents that may have the opportunity to work on the re-building of Hunters View.

**Objective 3:** Green the CityBuild Curriculum. To ensure San Francisco residents who have significant barriers to employment are not left behind the "green" wave, CityBuild will incorporate "green" construction, including solar installation, in our curriculum to ensure participants have a basic understanding of the changing nature of "green" materials on the jobsite

**Objective 4:** Over the next three years, train and place 400 disadvantaged residents into construction or related jobs.

- a) In conjunction with community-based nonprofits, recruit nearly 400 disadvantaged residents for the CityBuild Academy.
- b) Offer two rounds of training per year (70 participants). The training consists of hands on and classroom training that is full-time for 14 weeks.
- c) 75% will complete training successfully and get placed in construction or related jobs.

**Objective 5:** Assist nearly 400 CityBuild participants to successfully complete training and retain employment.

- a) The Career Investment Fund to provide partner nonprofits with flexible funds to resolve barriers faced by participants that inhibit their ability to attend training or work (e.g. childcare, transportation, driver's license problems, etc).
- b) Analyze the level and type of Career Investment Funds used by each nonprofit in order to make necessary adjustments in funding categories or priorities.
- c) Continue to conduct an annual support services review with the nonprofits that examines the relationship between CityBuild participant success in completion of training, placement, and job retention rates and support service investments. This data will offer the nonprofits input in determining which support services participants need the most and should be prioritized for funding.
- d) Each year, interview a sample of CityBuild Academy participants to obtain their feedback on the quantity and quality of the delivery of the CityBuild Career Investment Funds they have received and the relationship between access to these funds and their ability to complete their training and retain employment. Make adjustments as needed.

**Objective 6:** Continue to utilize the CityBuild tracking system to document, track and assess the relative impacts of its training and support services on participant rates of success in training completion, job placement, employment earnings and retention.

- a) Using the above survey, and in consultation with experts and program partners, refine and increase the use of the coordinated participant and activity tracking system.
- b) Continue to explore the possibility of tracking graduates for longer periods of time beyond the initial 6 month period.

**Objective 7:** Continue the development of a training and employment program for the construction professional services sector including engineering, architecture, construction management and environmental and planning specialists.

HAAS BUDGET				
Char	Character	Subobj	Subobject	Dept Amt
038	City Grant Program	03800	Community Based Organization Svcs - Budget	\$200,000
<b>TOTAL</b>				<b>\$200,000</b>